

SECTION TWO

EDUCATIONAL PROGRAM AND ADMINISTRATION

2 EDUCATIONAL PROGRAM AND ADMINISTRATION

2.1 RESPONSIBILITIES OF ADMINISTRATORS

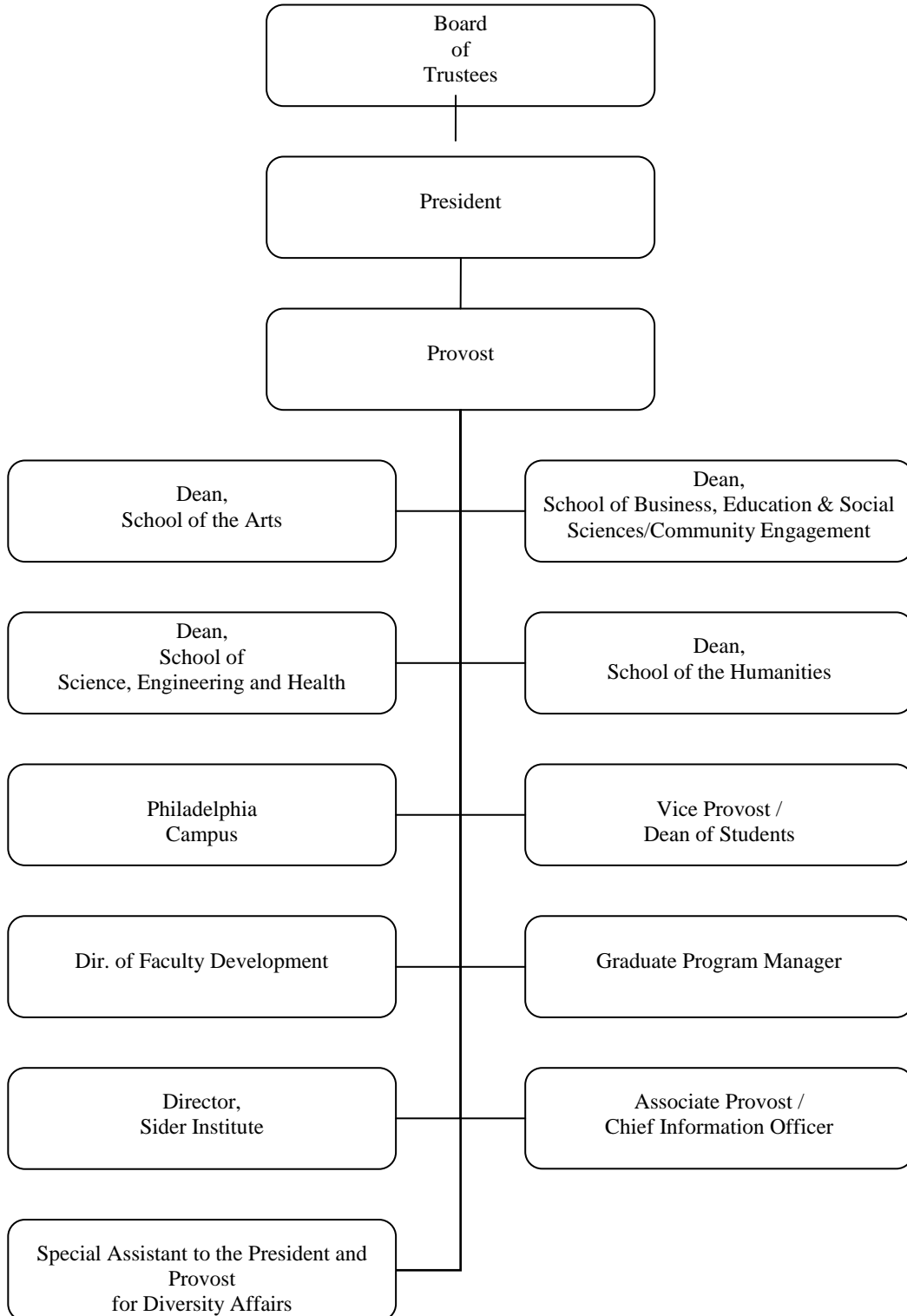
2.1.1 Provost

- a. Oversee the formulation of academic, student affairs, athletic life, and spiritual life policies consistent with the mission of the College.
- b. Integrate all aspects of College life including the academic, student affairs, athletic, and spiritual life programs to promote intellectual development, spiritual maturity, moral formation, personal growth, physical well-being, and congenial community ethos.
- c. Oversee the recruitment, retention, dismissal, retirement, professional development, evaluation, promotion, release time, and compensation of teaching faculty and other professional personnel, and, where appropriate, make recommendations to the President for action.
- d. Supervise and evaluate all personnel who report directly to her/him.
- e. Represent the interests of the College to all relevant associations and accrediting agencies.
- f. Encourage creativity and innovation in programming and in the use of personnel and financial resources to meet College objectives.
- g. Assure the excellence and integrity of all programs; promote the highest quality teaching, scholarship and service; and champion the very best in spiritual life, student affairs, and athletic activities.
- h. Nurture among faculty, staff, and students a Christian community of relationships, of scholarship, and of spirituality which embraces both freedom and responsibility and which pursues the College motto: "Christ Preeminent."
- i. Oversee the preparation of budgets for all the areas reporting to him/her.
- j. Function collegially and cooperatively with administrative colleagues, members of the Community of Educators and other relevant staff, both personally and through committee structures, toward the realization of all the above responsibilities.
- k. Coordinate with the elected chair the work of the Community of Educators meeting.
- l. Convene the Provost's Cabinet.
- m. Maintain the *Community of Educators Handbook*.
- n. Assist the President in working with the Board of Trustees in preparing reports and recommendations and coordinate the agenda of the Committee on Education in consultation with the chair.
- o. Serve as the chief administrative officer of the College in the President's absence.

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2.1.1.1

Organizational Flow Chart for Office of the Provost [revised 08/04/11]



2.1.2

Dean, School of the Arts

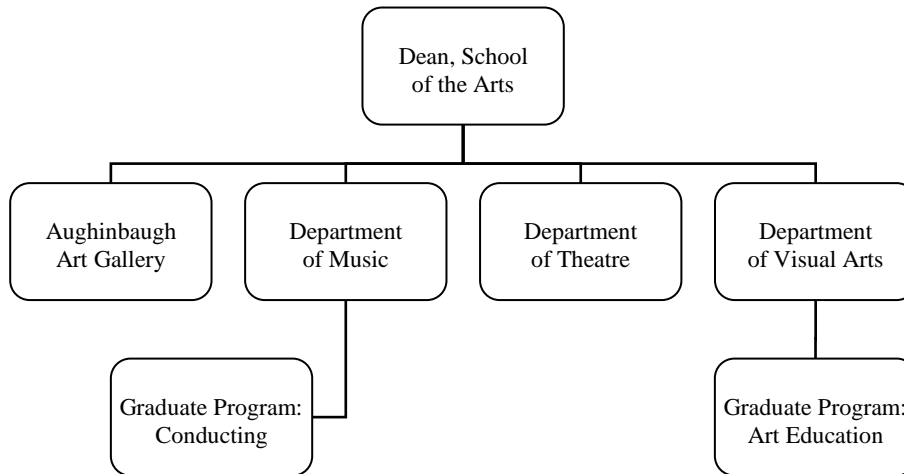
- a. Facilitate a shared vision among faculty colleagues and nurture an identity for the School of the Arts as it relates to the College's mission and objectives.
- b. Oversee the development of creative and innovative curriculum and programming that is responsive to student and societal needs and interests.
- c. Be an advocate for the School of the Arts as it relates to the College's cultural atmosphere.
- d. Create a School climate that promotes faculty teaching and scholarship.
- e. Promote cultural awareness on campus and in the greater community.
- f. Cooperate and collaborate with fellow Deans.
- g. Foster a humane environment in which teaching and learning flourish.
- h. Provide fiscal leadership by working with Department Chairs to plan for program growth and development within institutional parameters of stewardship.
- i. Recruit faculty (in collaboration with academic departments) who may contribute to excellence in disciplinary and interdisciplinary study in the School and the College.
- j. Work with Development office personnel to identify potential sources of funding for School initiatives.
- k. Encourage a collegial, participatory faculty culture.
- l. Communicate faculty goals to Senior Administrators and the President and oversee implementation of those goals.
- m. Serve students by developing a climate that enhances student learning.
- n. Serve as an effective advocate for faculty perspectives on academic and institutional issues.
- o. Provide leadership to search and hire full-time faculty and to provide a common orientation for adjunct faculty. (Deans will seek to actively network with colleagues and others in professional associations in the disciplines represented in their School.)
- p. Consult and cooperate with individuals who oversee the College's general education and common learning programs concerning faculty hires and program development.
- q. Develop and oversee the implementation of assessment plans for each Department in the School.
- r. Assist Department Chairs with accreditation review and program evaluation (if applicable).
- s. Work with Information Technology Services to design, develop, and implement a plan for the education of members of the School with regard to instructional technology.
- t. Assess faculty performance by writing evaluative letters for term tenure and applications for promotions, sabbaticals, and Scholarship Chairs.
- u. Conduct initial reviews with faculty members during their fifth semester.
- v. Review performance of Department Chairs on a continuing basis.
- w. Approve annual development goals for faculty.
- x. Prepare and recommend an annual School budget.

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- y. Review and offer decisions regarding academic grievances, petitions, etc., from students.
- z. Promote the Departments in the School by directing the preparation of publicity materials, web information, etc., and participating in community events.
- aa. Teach one to two courses per academic year, depending upon other institutional administrative assignments.
- bb. Develop and maintain contacts with broad constituencies including professional associations, community leaders, businesses, etc.
- cc. Actively work with the Development Office to seek external funding for School programs and initiatives.
- dd. Oversee facilities issues related to educational programming.

2.1.2.1

Organizational Flow Chart for Dean, School of the Arts [Revised 11/2/09]



2.1.3

Dean, School of Business, Education and Social Sciences/Community Engagement

- a. Create a shared vision and identity for the School of Business, Education and Social Sciences program as it relates to the College's mission and objective.
- b. Oversee the development of creative and innovative curriculum and programming that is responsive to student and societal needs and interests.
- c. Create a School climate that promotes faculty teaching and scholarship.
- d. Foster a humane environment in which teaching and learning flourish.
- e. Provide fiscal leadership by working with Department Chairs to plan for program growth and development within institutional parameters of stewardship.
- f. Recruit faculty (in collaboration with academic departments) who may contribute to excellence in disciplinary and interdisciplinary study in the School and the College.
- g. Work with Development office personnel to identify potential sources of funding for School initiatives.
- h. Encourage a collegial, participatory faculty culture.
- i. Formulate and communicate faculty goals.
- j. Serve students by developing a climate that enhances student learning.
- k. Serve as an effective advocate for faculty perspectives on academic and institutional issues.
- l. Provide leadership to search and hire full-time faculty and to provide a common orientation for adjunct faculty. (Deans will seek to actively network with colleagues and others in professional associations in the disciplines represented in their School.)
- m. Consult and cooperate with individuals who oversee the College's general education and common learning programs concerning faculty hires and program development.
- n. Develop and oversee the implementation of assessment plans for each Department in the School.
- o. Assist Department Chairs with accreditation review and program evaluation (if applicable).
- p. Work with Information Technology Services to design, develop and implement a plan for the education of members of the School with regard to instructional technology.
- q. Assess faculty performance by writing evaluative letters for term tenure and applications for promotions, sabbaticals, and Scholarship Chairs.
- r. Conduct initial reviews with faculty members during their fifth semester.
- s. Review performance of Department Chairs on a continuing basis.
- t. Approve annual development goals for faculty.
- u. Prepare and recommend an annual School budget.
- v. Review and offer decisions regarding academic grievances, petitions, etc., from students.
- w. Promote the Departments in the School by preparing publicity materials, web information, etc., and participating in community events.

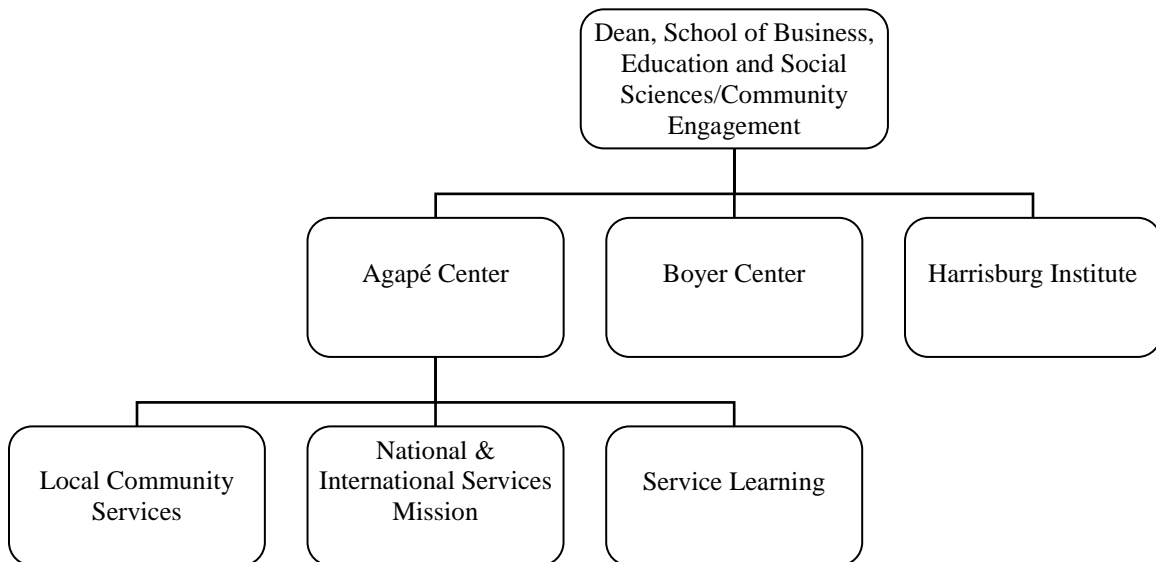
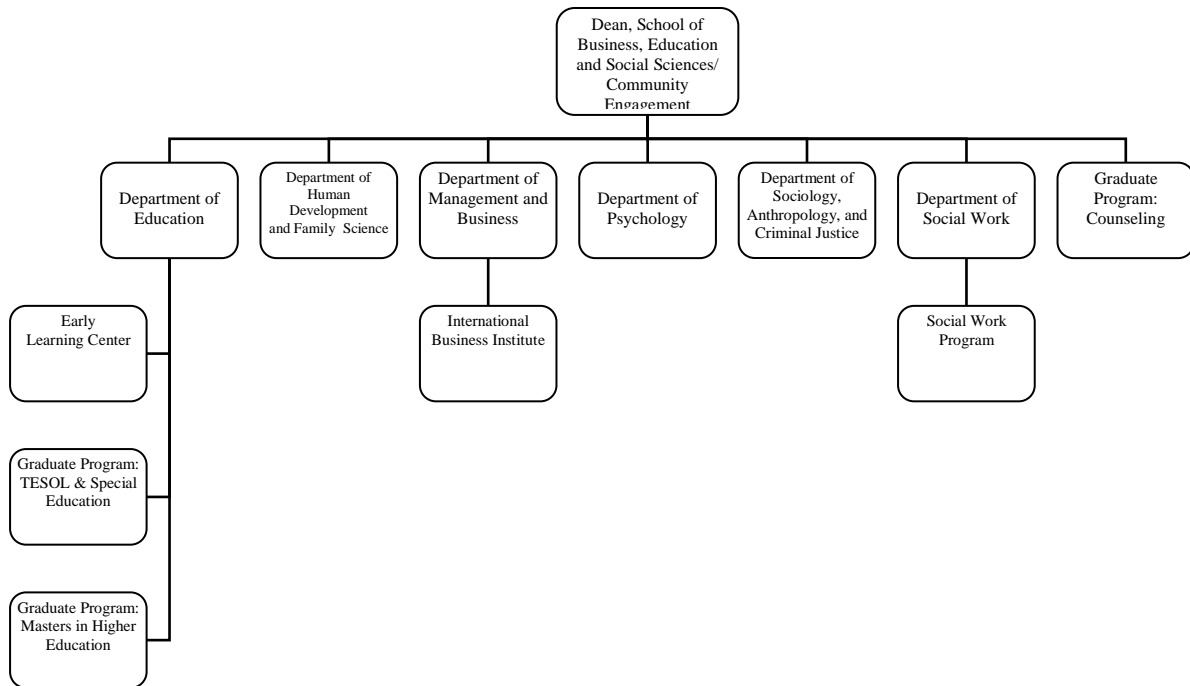
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- x. Teach one to two courses per academic year, depending upon other institutional administrative assignments.
- y. Develop and maintain contact (e.g. “partnering”) with broad constituencies including professional associations’ community leaders, businesses, etc.
- z. Oversee facilities issues related to educational programming.

2.1.3.1

Organizational Flow Chart for Dean, School of Business, Education and Social Sciences/Community Engagement

[revised 08/04/11]



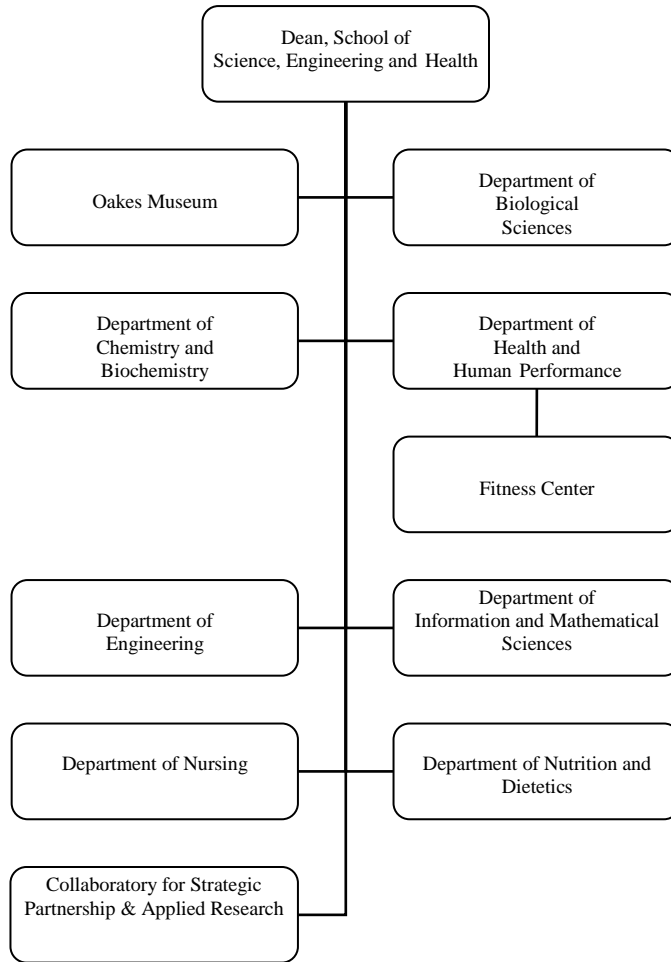
2.1.4

Dean, School of Science, Engineering and Health

- a. Create a shared vision for the School's educational program as it relates to the College's mission and objective.
- b. Oversee the development of creative and innovative curriculum and programming that is responsive to student and societal needs and interests.
- c. Create a School climate that promotes faculty welfare and professional development.
- d. Encourage a collegial, participatory faculty culture.
- e. Communicate goals formulated by the faculty.
- f. Serve students by developing a climate that enhances student learning.
- g. Serve as an effective advocate of faculty perspectives on academic and institutional issues to internal and external constituencies.
- h. Provide fiscal leadership by working with Department Chairs to plan for program growth and development within institutional parameters of stewardship.
- i. Provide leadership to search and hire full-time faculty and to provide a common orientation for adjunct faculty.
- j. Recruit faculty who will contribute to excellence in disciplinary and interdisciplinary study in the School and the College.
- k. Consult and cooperate with individuals who oversee the College's general education and common learning programs concerning faculty hires and program development.
- l. Develop and oversee the implementation of assessment plans for each Department of the School.
- m. Assist Department Chairs with accreditation review and program evaluation.
- n. Initiate collaborative plans to design, develop, and implement instructional technology education for members of the School.
- o. Write evaluative letters for term tenure and applications for promotions, sabbaticals, and Scholarship Chairs.
- p. Review performance of Department Chairs on a continuing basis.
- q. Collaborate with Department Chairs in preparing and recommending an annual School budget.
- r. Review and offer decisions regarding academic grievances, petitions, etc., from students.
- s. Promote the Departments in the School by overseeing all publicity materials, web information, etc., and participating in community events.
- t. Teach one to two courses per academic year, depending upon other institutional administrative assignments.
- u. Develop and maintain contact (e.g. "partnering") with broad constituencies including professional associations, community leaders, businesses, etc.
- v. Work with Development office personnel to identify potential sources of funding for School initiatives.
- w. Oversee facilities issues related to the School's educational programming.
- x. Design, develop and implement a plan for the education of members of the School with regard to instructional technology.
- y. Track enrollment in School courses and plan accordingly.

2.1.4.1

Organizational Flow Chart for Dean, School of Science, Engineering and Health
[Revised 08/04/11]



2.1.5

Dean, School of the Humanities

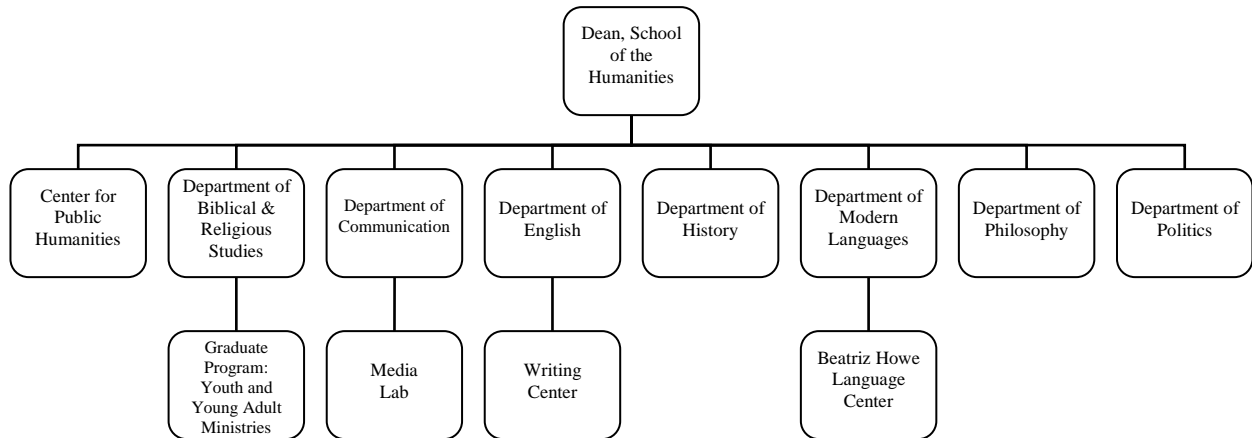
- a. Create a shared vision and identity for the School of the Humanities program as it relates to the College's mission and objective.
- b. Oversee the development of creative and innovative curriculum and programming that is responsive to student and societal needs and interests.
- c. Create a School climate that promotes faculty teaching and scholarship.
- d. Foster a humane environment in which teaching and learning flourish.
- e. Provide fiscal leadership by working with Department Chairs to plan for program growth and development within institutional parameters of stewardship.
- f. Recruit faculty (in collaboration with academic departments) who may contribute to excellence in disciplinary and interdisciplinary study in the School and the College.
- g. Work with Development office personnel to identify potential sources of funding for School initiatives.
- h. Encourage a collegial, participatory faculty culture.
- i. Formulate and communicate faculty goals.
- j. Serve students by developing a climate that enhances student learning.
- k. Serve as an effective advocate for faculty perspectives on academic and institutional issues.
- l. Provide leadership to search and hire full-time faculty and to provide a common orientation for adjunct faculty. (Deans will seek to actively network with colleagues and others in professional associations in the disciplines represented in their School.)
- m. Consult and cooperate with individuals who oversee the College's general education and common learning programs concerning faculty hires and program development.
- n. Develop and oversee the implementation of assessment plans for each Department in the School.
- o. Assist Department Chairs with accreditation review and program evaluation (if applicable).
- p. Work with Information Technology Services to design, develop, and implement a plan for the education of members of the School with regard to instructional technology.
- q. Assess faculty performance by writing evaluative letters for term tenure and applications for promotions, sabbaticals, and Scholarship Chairs.
- r. Conduct initial reviews with faculty members during their fifth semester.
- s. Review performance of Department Chairs on a continuing basis.
- t. Approve annual development goals for faculty.
- u. Prepare and recommend an annual School budget.
- v. Review and offer decisions regarding academic grievances, petitions, etc., from students.
- w. Promote the Departments in the School by preparing publicity materials, web information, etc., and participating in community events.
- x. Teach one to two courses per academic year, depending upon other institutional administrative assignments.

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- y. Develop and maintain contact (e.g. “partnering”) with broad constituencies including professional associations community leaders, businesses, etc.
- z. Oversee facilities issues related to educational programming.

2.1.5.1

Organizational Flow Chart for Dean, School of the Humanities [revised 08/04/11]



2.1.6

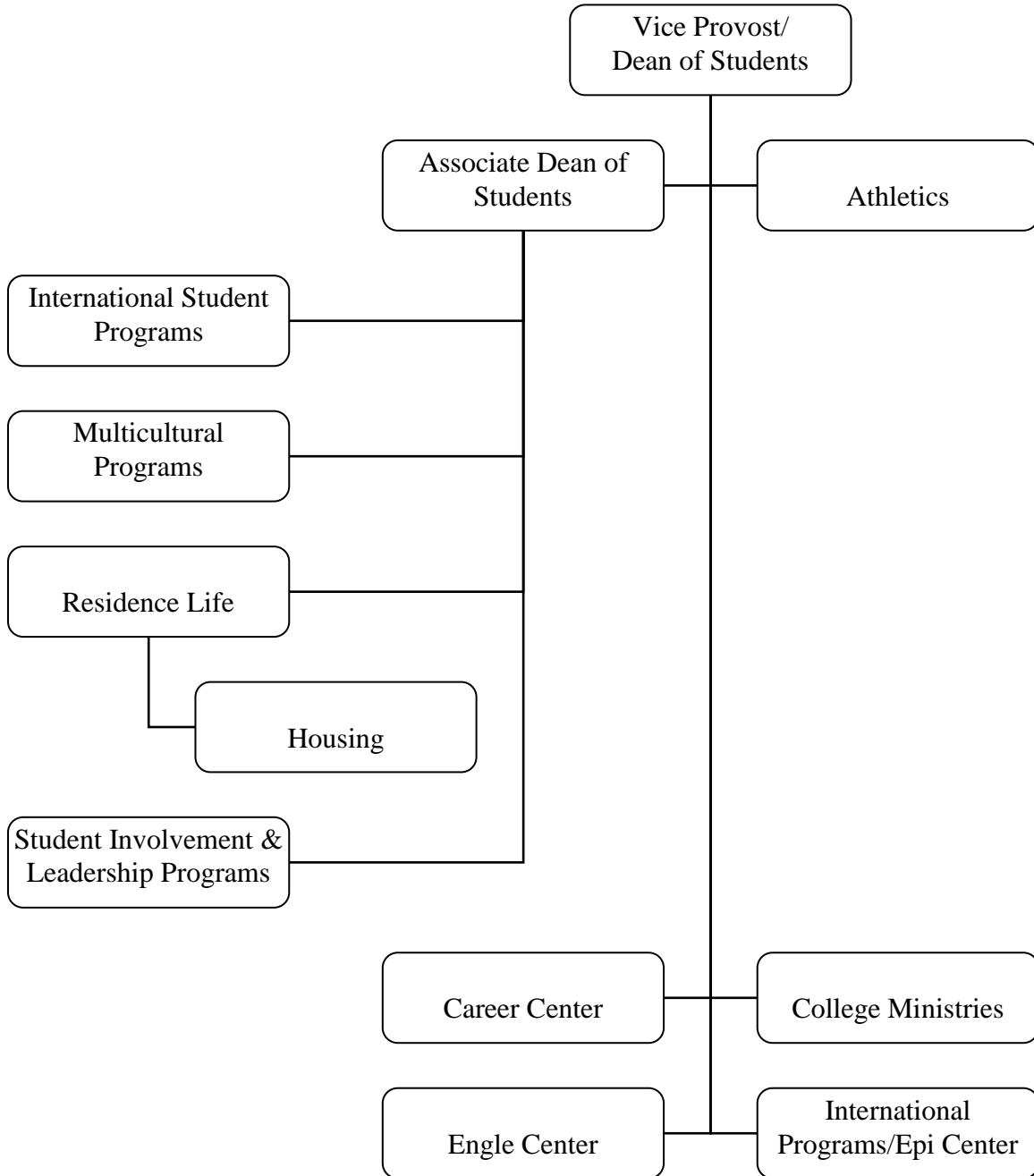
Vice Provost/Dean of Students

- a. Serve as the chief student affairs officer of the College.
- b. Oversee the development and implementation of student affairs programs consistent with the mission of the College and approved policies.
- c. Supervise the management of student affairs budgets and personnel reporting to him/her.
- d. Foster a collegial and collaborative spirit among the personnel reporting to him/her.
- e. Supervise and evaluate all the personnel that report to him/her.
- f. Recommend to the Provost the employment, retirement, and dismissal of student affairs personnel.
- g. Promote the personal and professional development of College personnel who report to him/her.
- h. Promote support for the College ethos through articulation of the expectations of the College to new and continuing students, through publications and the implementation of the College judicial policies, and through development of appropriate campus programming.
- i. Foster a constructive and nurturing campus environment for student growth.
- j. Provide leadership that enhances the College's reputation for cocurricular excellence.
- k. Serve on campus committees as designated.
- m. Perform other tasks as requested by the Provost.

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2.1.6.1

Organizational Flow Chart for Student Affairs [revised 07/15/10]



2.1.7

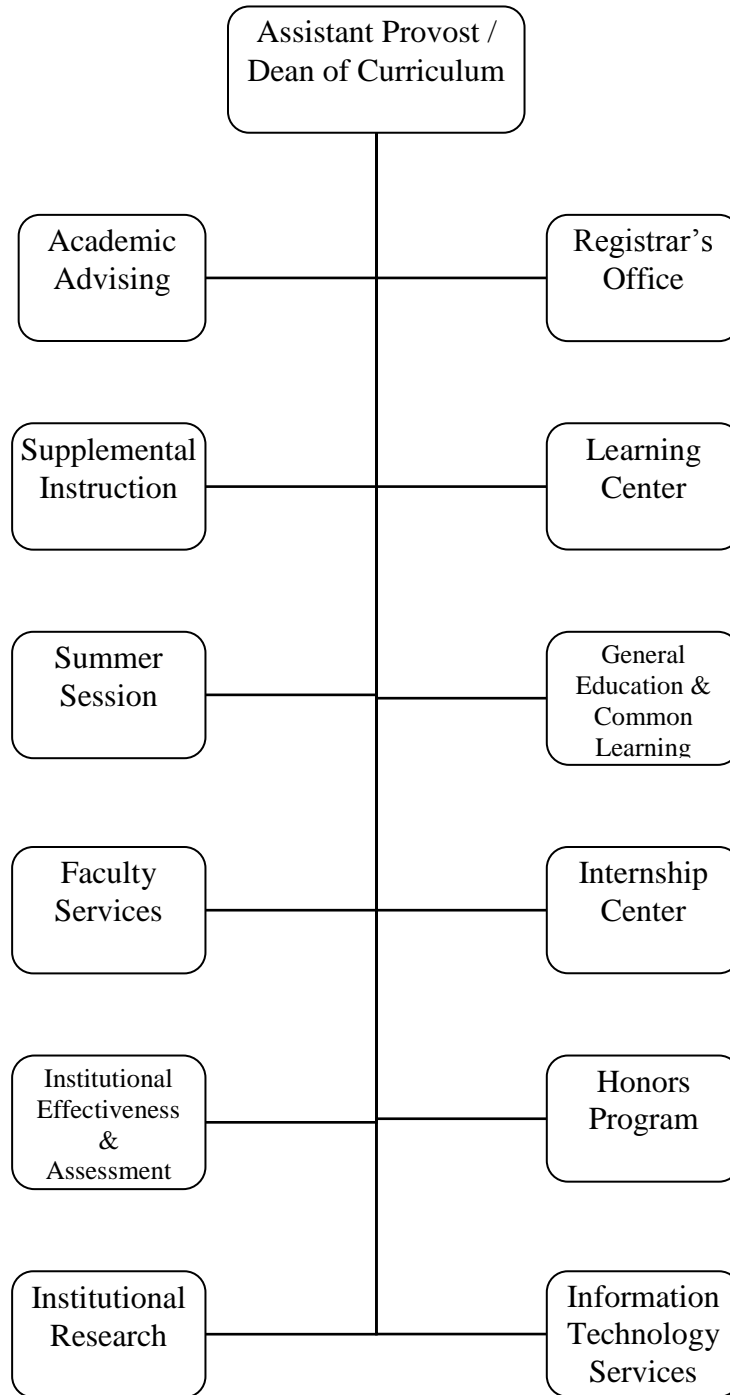
Assistant Provost/Dean of Curriculum

- a. Oversee and assist the School Deans and Department Chairs with curriculum development and chair the Curriculum Committee.
- b. Establish faculty teaching assignments and course offerings for each academic year, in consultation with Department Chairs and School Deans.
- c. Supervise the work of the College Registrar, Director of Advising, Director of Disability Services, Director of Study Skills, and Director of Supplemental Instruction.
- d. Serve on the Academic Council as liaison with School Deans and Department Chairs on Department curricula, on the General Education Committee relative to general education curriculum, and on the Teacher Education Committee on teacher education curriculum.
- e. Serve on the College Council and the Provost's Cabinet
- f. Oversee archiving and the periodic review of course syllabi.
- g. Provide leadership for integrating technology instruction into the curriculum and classroom of all disciplines.
- h. Cooperate with assessment of student educational outcomes initiatives and program assessments of all academic programs and serve on the Assessment of Student Learning Committee.
- i. Coordinate the establishment and maintenance of articulation agreements between Messiah College and other academic institutions.
- j. Maintain data related to faculty loads, student/faculty ratio and departmental productivity.
- k. Oversee the development and approval of the College Academic Calendar.
- l. Oversee the development and approval of College-wide election policies and oversee the Community of Educators elections.
- m. Maintain the Ranked Faculty salary schedules and work with the Ranked Faculty Affairs Committee in formulating annual salary schedule adjustments.
- n. Perform other duties as assigned by the Provost.
- o. Act on behalf of the Provost during his/her absence.

2.1.7.1

Organizational Flow Chart for Assistant Provost/Dean of Curriculum

[revised 11/2/09]



2.2 ACADEMIC DEPARTMENTS AND DEPARTMENT CHAIRS

2.2.1 **Academic Departments.** Messiah's academic program is subdivided according to the following Schools and academic departments:

2.2.1.1 School of the Arts

- a. Department of Music
- b. Department of Theatre
- c. Department of Visual Arts

2.2.1.2 School of Business, Education and Social Sciences

- a. Department of Education
- b. Department of Human Development and Family Science
- c. Department of Management and Business
- d. Department of Psychology
- e. Department of Social Work
- e. Department of Sociology, Anthropology, and Criminal Justice

2.2.1.3 School of the Humanities

- a. Department of Biblical and Religious Studies
- b. Department of Communication
- c. Department of English
- d. Department of History
- e. Department of Modern Languages
- f. Department of Philosophy
- g. Department of Politics

2.2.1.4 School of Science, Engineering and Health

- a. Department of Biological Sciences
- b. Department of Chemistry and Biochemistry
- c. Department of Engineering
- d. Department of Health and Human Performance
- e. Department of Information and Mathematical Sciences
- f. Department of Nursing
- g. Department of Nutrition and Dietetics

2.2.2 Responsibilities of School Deans

2.2.2.1 Academic Excellence

- a. Create a shared vision and identity for the School program as it relates to the College's mission and objectives.
- b. Oversee the development of creative and innovative curriculum and programming that is responsive to student and societal needs and interests.

- c. Create a School climate that promotes faculty teaching, professional development, and scholarship where each person is valued and cared for and the task of institutional services is equitably shared.
- d. Foster a humane environment in which teaching and learning flourish.
- e. Develop and oversee the implementation of assessment plans for each Department in their School.
- f. Assist Department Chairs with accreditation review and program evaluation (if applicable).
- g. Teach one to two courses per academic year, depending upon other institutional administrative assignments.

2.2.2.2

School Leadership

- a. Provide fiscal leadership by working with Department Chairs to plan for program growth and development within institutional parameters of stewardship.
- b. Encourage a collegial, participatory faculty culture.
- c. Provide leadership to recruit faculty (in collaboration with academic departments) who may contribute to excellence in disciplinary and interdisciplinary study in the School and the College.
- d. Serve students by developing a climate that enhances student learning.
- e. Serve as an effective advocate for faculty perspectives on academic and institutional issues.
- f. Ensure that new adjunct faculty receive an annual orientation.
- g. Consult and cooperate with individuals who oversee the College's General Education and common learning programs concerning faculty hires and program development.
- h. Work with Information Technology Services to design, develop, and implement a plan for the education of members of the School with regard to instructional technology.
- i. Prepare an annual budget for the School and submit to the Provost.
- j. Assess faculty performance by writing evaluative letters for term tenure and applications for promotions, sabbaticals, and Scholarship Chairs.
- k. Conduct initial reviews with faculty members during their fifth semester.
- l. Review performance of Department Chairs (see Section 2.2.5.5).
- m. Approve annual development goals for faculty (following review by Department Chair).
- n. Review, mediate, and offer decisions regarding academic grievances, petitions, etc., from students.

2.2.2.3

School Promotion and Visibility

- a. Promote the Departments in the School by providing oversight of the preparation of promotional materials, web information, etc., and participating in community events.
- b. Develop and maintain contact (e.g. "partnering") with broad constituencies including professional associations, community leaders, businesses, etc.
- c. Work with Development office personnel to identify and cultivate potential sources of funding for School initiatives.

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- d. Oversee facilities issues related to educational programming.

2.2.2.4 Evaluation of School Deans

2.2.2.4.1 A School Dean shall undergo two reviews during his/her first four years as Dean and one review every four years thereafter.

- a. An initial review shall be conducted during the second semester of the second year.
- b. A four-year review shall begin in the fall of the fourth year and shall be completed by February. Subsequent four-year reviews shall begin in the fall of the eighth (twelfth, sixteenth, etc.) year and shall be completed by February.

2.2.2.4.2 Review of School Deans shall be conducted by the Provost.

- a. The initial developmental review shall include a Dean self-evaluation and formal feedback from the School's Department Chairs and faculty.
- b. The four-year review shall include a Dean's self-evaluation and formal feedback from the School's Department Chairs, direct reports, and faculty, as well as other Deans.

2.2.2.4.3 The Provost shall use common instruments as a basis for the reviews; however, the Provost shall have the freedom to modify these instruments as he/she sees fit.

2.2.2.4.4 After each review, the Provost shall meet with the School Dean to discuss the results of the review.

2.2.3 **Definition of Department Chair**

2.2.3.1 At Messiah College Department Chairs are term-tenure faculty who continue to function as such with all the rights and responsibilities pertaining, but who also carry an administrative assignment as part of their full-time load. Their primary function as Department Chairs is the day-to-day administration of the department. Additionally, they are expected to provide departmental leadership which balances advocacy within the framework of broader institutional needs, encourages academic excellence through the professional empowerment of all faculty and students within the department, and enhances departmental visibility and credibility in the larger community.

2.2.3.2 Since a Department Chair is a ranked member of the faculty and therefore shares expectations for teaching effectiveness, scholarly/professional development, and institutional service common to all ranked faculty, and since a Department Chair should provide leadership relative to the teaching function of his/her departmental faculty, he/she will generally be expected to teach at least 12 credits during the regular academic year. Even when exceptions are made, the Department Chair must teach at least one course each semester.

2.2.4 **Appointment of Department Chairs**

2.2.4.1 Department Chairs are appointed by the School Dean. The School Dean's initial appointment and reappointment for any Department Chair is made after receipt of recommendations from all full-time faculty members who have served at least one full year in the academic department and after consultation with the Provost.

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2.2.4.2 Department Chairs are normally appointed for a four-year term and may be reappointed. However, they are generally not expected to serve more than three consecutive four-year terms.

2.2.4.3 Appointment to a four-year term shall be made by February 1 of the academic year prior to the start of the term of service. The School Dean will issue an appointment letter that includes the terms of the appointment with a copy to the Provost.

2.2.4.4 In light of the terms of the College's covenant relationship with the Brethren in Christ Church, the President shall consult with the appropriate Brethren in Christ Committee regarding the appointment of a Department Chair for the Department of Biblical and Religious Studies.

2.2.5 **Responsibilities of Department Chairs**

2.2.5.1 Academic Excellence

- a. Observe newly hired faculty in the classroom at least twice during each of the first two years of employment. Provide feedback to the person observed via an observation form.
- b. After a faculty member's first four semesters, meet with the School Dean to discuss the faculty member's progress during the first two years of employment.
- c. Annually discuss student course evaluations and advisor ratings with each faculty in the department.
- d. Work with the School Dean to recruit and orient adjunct faculty for the department.
- e. Cooperate with the School Dean in the assessment of student learning.
- f. Assign student advisees to department faculty members, in consultation with the Director of Academic Advising.
- g. Oversee the review and update of departmental information for the advising process.
- h. Provide supporting evidence relative to appeals for academic suspension from students majoring in the department.
- i. Approve faculty member annual professional development goals before forwarding to the School Dean.

2.2.5.2 Departmental Leadership

- a. Develop and nurture a positive, productive climate among departmental faculty.
- b. Serve as an advocate for Philadelphia and other off-campus programs.
- c. Cooperate with the Assistant Provost/Dean of Curriculum and Associate Dean of General Education and Common Learning to provide for sufficient General Education courses.
- d. Cooperate with the School Dean and Provost in the recruitment of full-time faculty for the discipline(s) within the department, including planning for all interviews of faculty candidates.
- e. Prepare and recommend an annual departmental budget to the School Dean and administer the approved budget.
- f. Coordinate with the Library staff the acquisition of learning resource materials.
- g. Prepare written requests for new faculty positions which will be submitted to the School Dean for review.

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- h. Ensure equity in the allocation of service tasks to departmental faculty.

2.2.5.3

Departmental Promotion and Visibility

- a. Cooperate with the Internship office relative to student internships.
- b. Cooperate with the Assistant Provost/Dean of Curriculum and the School Dean to develop the College Catalog.
- c. Work with the School Dean to develop appropriate departmental material.
- d. Review departmentally related admissions and public relations data for accuracy.
- e. Work with the Institutional Researcher to provide and obtain appropriate departmental data.
- f. Work with the College Webmaster to design and maintain the departmental website.
- g. Serve as an effective spokesperson for the department.
- h. Participate in open house sessions at the request of the School Dean.

2.2.5.4

Administration

- a. Conduct regular department meetings.
- b. Recommend faculty course assignments to the School Dean after consultation with faculty members.
- c. Prepare an initial schedule of department-sponsored classes based on assumptions articulated by the School Dean.
- d. Provide input to the School Dean and Registrar relative to class schedules and final exam schedule and process the resulting drafts with the department.
- e. Verify that each student with a departmental major or minor has satisfied graduation requirements.
- f. Cooperate with the appropriate personnel in matters pertaining to academic facilities, faculty offices, and secretarial services, including acting as liaison with the departmental secretary.
- g. Request and coordinate all student work/study assignments for the department and its faculty.
- h. Coordinate and provide for supervision of all departmental practica.

2.2.5.5

Evaluation of Department Chairs

2.2.5.5.1

A Department Chair shall undergo two reviews during his/her first term as chair and one review in subsequent terms.

- a. An initial development review shall be conducted during the second semester of the second year.
- b. A four-year review shall begin in the fall of the fourth year and shall be completed by December 1. If a chair is serving a second term, a second four-year review shall begin in the fall of the eighth year and shall be completed by December 1.
- c. If the chair has decided not to serve a second term as chair or is at the end of his/her second term, the four-year review shall still be conducted.

2.2.5.5.2

Chair reviews are conducted by the School Dean.

- a. The initial developmental review shall include a chair self-evaluation and formal feedback from the department faculty.

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- b. The four-year review shall include the a chair self-evaluation and formal feedback from department faculty (full-time and adjunct faculty), direct reports, other Department Chairs, the Registrar, Assistant Provost/Dean of Curriculum, and other administrators as agreed upon by the Dean and the Department Chair.
- 2.2.5.5.3 The School Deans shall use common instruments as a basis of the review; however, each School Dean is free to modify these instruments as he/she sees fit.
- 2.2.5.5.4 After the initial development review, the School Dean shall meet with the Department Chair to discuss the results of the review.
- 2.2.5.5.5 After each four-year review, the School Dean shall meet with the Department Chair to discuss the result of the review. In addition, the School Dean shall write a formal evaluation letter that is sent to the Department Chair and copied to the Provost.